

B. One-Stop Delivery System

[Federal Planning Guidance: Describe the State's comprehensive vision of an integrated service delivery system, including the role each program incorporated in the unified plan, in delivery services through that system.]

The Arkansas Workforce Investment Board met January 11, 2000, to discuss the implementation of the Workforce Investment Act of 1998 and solicit recommendations from the public for improving the workforce investment system in general and the One-Stop system in particular. The Arkansas Workforce Investment Board will coordinate and establish policy for conducting employment and training activities within the workforce investment system created by the federal Workforce Investment Act of 1998 and Arkansas Act 1125 of 1999, including all activities conducted in and through Arkansas' One-Stop career centers.

It is the policy of the Arkansas Workforce Investment Board that no local mandatory One-Stop partner may opt out of participation in the One-Stop system. Furthermore, the Arkansas Workforce Investment Board expects all local One-Stop partners to participate meaningfully in the One-Stop system.

The Arkansas Workforce Investment Board has developed guidance for certification of One-Stop centers. Members of the state board have made the following recommendations regarding the operation of these centers:

- Local boards should encourage all One-Stop partners to provide sufficient operating funds
- A minimum level of financial participation should be considered
- Require full participation by all mandatory One-Stop partners and include this requirement in a Memorandum of Understanding (MOU)
- Conduct a needs assessment of each workforce investment area and evaluation of the training programs available in the area
- Recommend strongly that TEA coalitions (Arkansas' TANF coalitions) participate in the One-Stop system
- Ensure full access to all One-Stop facilities for all Arkansas citizens
- Emphasize the need for publicity to ensure that all citizens are aware of the services available at the One-Stop centers and include this in the MOUs
- The selection of One-Stop operators should remain a local decision
- The development of MOUs should remain a local decision
- The state board should be involved in the certification process, but that process should not be unnecessarily complex

- The value of in-kind contributions must be considered when calculating the financial contributions from One-Stop partners
- Certification of One-Stop operators should be standardized

The establishment of a One-Stop delivery system for workforce development services is a cornerstone of the reforms contained in Title I of WIA. This delivery system streamlines access to numerous workforce investment and educational and other human resource services, activities, and programs. In Arkansas, the One-Stop delivery system is also known as the Arkansas Career Development Network.

The Career Development Network was the organizing vehicle for transforming current employment, education, and training programs into a complete and coordinated delivery system that will assist customers who are seeking new or better jobs and employers who are seeking to build a competitive, world-class workforce. Easy access, customer choice and quality services will be the hallmark of the Arkansas One-Stop Centers.

The vision of the Arkansas Career Development Network is to provide access to customer-oriented services that enhance the quality of life for the citizens of Arkansas. Its mission is to provide customers a single point of contact for employment, training, education, and supportive services.

Under the oversight of the Arkansas Workforce Investment Board, One-Stop centers in communities throughout the state will integrate multiple workforce development programs and resources and make them available to individuals at the “street level” through a user-friendly delivery system. This system will simplify and expand access to services for job seekers and employers, eliminating the need to visit different locations.

On April 6, 1999, the State of Arkansas passed Act 1125 of 1999 (Attachment E-1), also called The Arkansas Workforce Investment Act. The purpose of the Act is to outline a workforce development plan for Arkansas and to comply with the federal Workforce Investment Act of 1998 by providing workforce investment activities, through statewide and local workforce investment systems. The stated purpose of these systems is to increase the employment, retention, and earning of participants and to increase occupational skill attainment by participants. The results of these actions will be improving the quality of the workforce, reducing welfare dependency, and enhancing the productivity and competitiveness of the State of Arkansas, and those results will be reflected in the accomplishments of Arkansas One-Stop system.

[The information below offers a general overview of the One-Stop Delivery System for the programs included in this plan. In accordance with the planning guidance, information requested about specific programs follows the general overview.]

PERKINS III/ TECH PREP

Perkins funds are distributed to local school districts and to postsecondary and higher education institutions. A local school district superintendent and a postsecondary and higher education institutions president is a member of each local workforce investment board. Postsecondary Perkins funded programs are required one-stop partners. The exact level of involvement in each One-Stop center will vary but will be determined at the local level and included in the MOU for each center.

WORKFORCE INVESTMENT ACT TITLE I (YOUTH, ADULT, AND DISLOCATED WORKER)

All Title I services will be delivered through the regional Career Development Networks as directed by the state and local workforce investment boards. Title I program operators are among the major partners in the Career Development Network. They will enter into locally negotiated memoranda of understanding (MOUs), which will describe specifically how services will be provided in concert with other programs available in the centers.

ADULT EDUCATION AND FAMILY LITERACY

Adult education is a required partner in the one-stop delivery system and will be providing core and intensive services, including assessment, academic counseling, referral services, and basic academic skills instruction. Local adult education providers will be actively involved in the state's one-stop centers within each of the local workforce investment boards. Coordination of services with other one-stop partners will be an on-going effort in order to build a comprehensive workforce integrated service delivery system.

The director and deputy director of the Arkansas Department of Workforce Education will be involved in the planning and development of the state's one-stop system to ensure services are available. Local adult education providers are coordinating with other agencies to develop an integrated delivery system.

FOOD STAMP EMPLOYMENT & TRAINING PROGRAMS

The Department operates an E&T program in one county office: Pulaski North.

TRADE ACT PROGRAMS

TAA and NAFTA/TAA programs are operated by the Arkansas Employment Security Department (AESD), and AESD is a partner in each Career Development Network in the state. Case management will help agencies determine what programs will pay for what services for individuals who are eligible for TAA or NAFTA/TAA and also for other programs. Linkages are especially close with the dislocated worker program under Title I and with the unemployment insurance program.

WAGNER-PEYSER ACT

AESD is committed to the Career Development Network, even to the extent of moving entire offices in order to co-locate with other partners. The agency will enter into memoranda of understanding (MOUs) to describe how each partner will deliver services. While it will vary for each local workforce investment area, AESD anticipates there will be such arrangements as sharing of space, receptionists, and resources such as a self-service computer-assisted job search center; eventual use of a common initial registration system; sharing of some job order and placement resources; restructuring internal business processes; and other changes to make service delivery more convenient for customers.

VOCATIONAL REHABILITATION PROGRAM

- **ARKANSAS REHABILITATION SERVICES**

Arkansas Rehabilitation Services (ARS) will participate as a full partner in the comprehensive workforce system. ARS envisions acquisition of office space and manning this with staff in at least one full-service one-stop in each region. ARS vocational rehabilitation counselors, as well as other staff, will be available on a rotating basis to provide information and referral services to customers in these locations. In the other one-stop locations ARS will be electronically linked via fax, telephone, and/or computer as the information system develops. ARS staff will be available on an itinerate basis by appointment in these one-stop locations. ARS staff will also provide information and referral in all field offices to allow universal access to the workforce investment system. Information on the workforce system will be made available to all customers. ARS is piloting a virtual office approach to providing greater access and more efficient use of resources in serving customers. The virtual office approach utilizes technology and mobile workstations, in lieu of the traditional office to maximize resources to serve customers. ARS counselors provide services in the field in each county of the state. Transportation, accessibility and confidentiality are significant challenges that ARS faces both in serving Arkansas citizens with disabilities and integrating into the workforce system.

- **DIVISION OF SERVICES FOR THE BLIND**

The Division of Services for the Blind will participate in the One-Stop delivery system. DSB staff will be housed in the One-Stop centers at least one day each week and will provide an itinerary and contact information when not located in the One-Stop centers. Eligibility, assessment and evaluation and other information gathering processes to determine eligibility for the vocational rehabilitation program and services must be completed by DSB staff, as mandated by the Rehabilitation Act of 1973 as amended. DSB staff will share information per confidentiality requirements of the Rehabilitation Act. Memoranda of understanding will specify cost-allocation agreements.

VETERANS PROGRAMS

All AESD local offices will be part of a regional Career Development Network. Staff members, including Local Veterans Employment Representatives (LVERs) and Disabled Veterans Outreach Program (DVOPs), will be co-located with other partners or connected with them through locally designed partnership systems. Veterans programs' resources, then, will be available through each center.

UNEMPLOYMENT INSURANCE

Within a year or two AESD intends to take all initial claims for Unemployment Insurance (UI) benefits over the telephone or Internet. Continued claims are already taken only by telephone. UI's presence in the Career Development Centers will be via telephone, for the most part. Basic information about UI, however, will be provided to other AESD staff and staff of partner agencies so they can assist individuals who have problems accessing the system.

TANF

The TEA program will be a participant in the One-Stop system by providing access to the TEA application process through One-Stops.

WELFARE-TO-WORK

Welfare-to-Work programs are provided through the Career Development Network in each local area. The local program operator generally is the same entity as the WIA Title I local program operator. Program eligibility determination and referral is done by the Arkansas Department of Human Services, which is the agency that operates the Transitional Assistance for Needy Families (TANF—in Arkansas TEA, Transitional Employment Assistance) programs for the state.

SCSEP

The Area Agencies on Aging (AAAs) will be One Stop partners. Wherever possible, AAAs will meet with potential employees information on the One Stops and how to use their services for job seekers. AAA job specialist will contact One Stops regularly to check for openings that would fit the SCSEP criteria and they will notify the One Stops of openings that have become available. Wherever possible, AAA representatives will be members of the local Workforce Investment Boards.

COMMUNITY SERVICES BLOCK GRANT

The Community Services Block Grant (CSBG) Act requires the State and eligible entities to coordinate, and establish linkages between, governmental and other social services programs to assure the effective delivery of such services to low-income individuals. The Governor and DHS Director encourage and support coordination of programs. Some eligible entities are already participating in one-stop delivery systems in Arkansas.

B. One-Stop Delivery System

(a) WIA Title I, Wagner-Peyser Act, and Veterans Programs

(i) Major State Policies and Requirements

[Federal Planning Guidance: Describe major State policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in this Plan. These policies may include, but are not limited to:

- *State guidelines for the selection of One-Stop operators by local Boards*
- *The State's process to work with local boards and local Chief Elected Officials to certify existing One-Stop operators*
- *Procedures to resolve impasse situations at the local level in developing MOUs to ensure full participation of all required partners in the One-Stop delivery system]*

Selection and Certification of One-Stop Operators

The Arkansas Workforce Investment Board has established guidance for selecting the One-Stop operator that local workforce investment boards will use to certify the One-Stop operators. (See Attachment B-1) These guidelines will be consistent with Section 121(d) of the federal Workforce Investment Act of 1998 and Section 662 of the Workforce Investment Act Interim Final Rule (Regulations.) Local boards will select and certify One-Stop operators in accordance with these criteria.

Drafts of the guidance for selecting One-Stop operators and the One-Stop certification instrument (Attachment B-1) were provided to the local workforce investment boards and the local area chief elected officials before they were published in the State Unified Plan, and comments were solicited. The final versions of these documents were developed based on comments received from the local investment boards.

The One-Stop operator may be selected by the local board through a competitive process, or the local board may designate a consortium that includes three or more required One-Stop partners as an operator. The local board itself may serve as a One-Stop operator only with the consent of the chief elected official and the Governor.

The One-Stop operators are responsible for administering the One-Stop centers and their role may range from simply coordinating service providers in the center to being a primary provider of services at the center. The role of the One-Stop operator is determined by the local board. In areas where there is more than one comprehensive One-Stop center, there may be separate operators for each center or one operator for multiple centers.

Certification of One-Stop Career Centers

The Arkansas Workforce Investment Board has issued criteria for the development and certification of One-Stop delivery systems. (See Attachment B-2) The designs of the local areas' One-Stop systems, consistent with these criteria, must be described in the local plans. The plan must include the number of comprehensive centers, the supplementary arrangements, and copies of the memoranda of understanding executed with the One-Stop partners.

The Arkansas Workforce Investment Board will monitor the development of each One-Stop system. After the development, the Board will certify each system to ensure that it is in accordance with established criteria and the local area's plan. It is the policy of the Arkansas Workforce Investment Board that no local mandatory One-Stop partner may opt out of participation in the One-Stop system. Furthermore, the Arkansas Workforce Investment Board expects all local One-Stop partners to meaningfully participate in the One-Stop system.

Memorandum of Understanding

A Memorandum of Understanding (MOU) is an agreement developed and executed between the local board, with the agreement of the chief elected official, and the One-Stop partners relating to the operation of the One-Stop delivery system in the local area.

The MOU must contain the following:

- Provisions that cover services to be provided through the One-Stop delivery system
- Funding of the services and operating costs of the system
- Methods for referring individuals between the One-Stop operators and partners
- Determination of the duration and procedures for amending the MOU
- Other provisions that are consistent with WIA Title I
- An agreement that clearly states who is responsible for One-Stop funds and how the integrity of funds will be maintained

The Arkansas Career System Partnership, with the assistance of a work group of employment and training professionals, has developed a template for a MOU that local boards may use. This template also includes a Resource Sharing/Cost Allocation Agreement. This template is included in this plan as Attachment B-3.

The Arkansas Workforce Investment Board believes that local workforce investment boards should be given every opportunity to create a One-Stop service delivery system that meets the needs of the job seekers and employers of the local area and that the design of this system should be locally driven. If conflicts between local partners in the MOU negotiation process reach an impasse, local boards should exercise their authority within the Workforce Investment Act to resolve the conflict locally using mediation processes developed and approved by the local board. If the conflict cannot be resolved at the local level, the local workforce investment board may bring the conflict to the Arkansas Workforce Investment Board for resolution.

Related Legislation

Section 6(a)(1) of the Arkansas Act 1125 of 1999 charges the state Workforce Investment Board with the responsibility of advising and assisting the Governor and the Arkansas General Assembly in the development and continuous improvement of a statewide system of activities that are funded under this Act or carried out through a one-stop delivery system. This includes the development of linkages in order to assure coordination and nonduplication among the programs and activities. Section 6(a)(13) directs the state board to assist the Governor and the General Assembly in the evaluation of the entire Arkansas workforce investment system, including the One-Stop system.

Act 1125 of 1999 addresses the directive for state agencies to work together to implement the workforce investment plan. Section 6(b) directs the Executive Committee of the state board to recommend to the Governor the resolution of any disagreements between or among state agencies pertaining to their duties and responsibilities in the state workforce investment plan. Section 6(b) empowers the board to recommend to the Governor that he require state agencies to cooperate with the board in implementing the state workforce investment plan. Section 6(d)

empowers the state board to promulgate any rules or regulations necessary to carry out the provisions of the Arkansas Act 1125 of 1999 and the federal Workforce Investment Act of 1998.

Section 12(b)(2) of Arkansas Act 1125 of 1999 states that each local plan must include a description of the one-stop delivery system to be established or designated in the local area. This plan must include a description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that the providers meet the employment needs of local employers and participants. The plan must also include a copy of each memorandum of understanding concerning the operation of the One-Stop delivery system in the local area.

(ii) Existing Local One-Stop Delivery Systems

[Federal Planning Guidance: Describe the existing local One-Stop delivery systems and how the services provided by each of the required and optional One-Stop partners will be coordinated and made available through the One-Stop system. Be sure to address statewide requirements, how technical assistance will be provided, and availability of state funding for One-Stop development. (§ 112(b)(14))]

BACKGROUND

In 1995, Arkansas received a \$200,000 grant to begin planning and developing the first centers that would evolve into the Career Development Network System. The grant funded pilot sites in Little Rock, West Memphis, Warren, and Hot Springs. In December 1997, Arkansas received a \$5.4 million implementation grant from the U.S. Department of Labor to establish at least one full-service career development center in each of the 10 geographical areas using the existing Service Delivery Area boundary lines.

Also in 1997, Governor Huckabee established the Career Opportunities Partnership Cabinet (COPC) [pronounced CO-pick] to provide leadership and policy direction to the Arkansas Career Opportunities (School-to-Work) program, the Career Development Network, and the Welfare-to-Work effort. The initial implementation of the Arkansas Career Development Network was managed by the Arkansas Career System Partnership with guidance from the COPC.

In June 1998, the Arkansas Career System Partnership funded Career Development Centers in the following geographical areas of the state: Central, Eastern, Little Rock, Northwest, Southeast, Southwest and West Central. Each area was selected through a request for proposal process. The implementation process in the North Central, Northeast and Western geographical areas began in January 1999.

ONE-STOP CHARACTERISTICS

Some of the services and products available through the One-Stop system include the following:

- Eligibility determination and referral to USDOL-funded training programs, including Workforce Investment Act programs
- Initial eligibility information and referral to programs available within the community other than those funded by USDOL
- Aptitude testing and assessment for job-training seekers
- Assistance with acquiring job-search skills
- Information on the availability and quality of education and training programs
- Directional assistance for customers to all appropriate staff and/or self services
- Customer-oriented information on careers, labor markets, and jobs
- Information on occupational demand, supply and wages
- Information, materials, equipment, and the necessary assistance to enable job applicants to prepare and distribute job applications and resumes, gain access to information about job openings and requirements, and request referrals to specific jobs
- Ability for employers to list job orders directly
- Assistance for employers in listing job orders or job openings
- Assistance for employers in determining their job skill requirements
- Assistance for employers in reviewing resumes through American's Talent Bank
- Service as the primary local point of contact for employer services
- Follow-up to determine program effectiveness for individuals

The Arkansas One-Stop system will be "value-added" service to the citizens of Arkansas, elevating the quality of life, skills, and employability, through human development for all Arkansans. A significant key to the success of the Arkansas One-Stop System will be its "no wrong door" approach to providing services that encompasses the principles of universal access, integration, collocation, collaboration and performance as the building blocks to the system. With the "no wrong door" philosophy, when a customer approaches any One-Stop partner requesting assistance with employment and training needs or services in support of employment and training, the customer will be electronically referred to all other One-Stop partners.

GUIDELINES AND PROCEDURES

As previously discussed, the Arkansas Workforce Investment Board has developed guidelines and procedures for the following:

- The selection of One-Stop operators by local boards
- Certifying One-Stop operators
- Developing memoranda of understanding (MOUs) between One-Stop operators and partners

These guidelines and procedures are included as Attachments B-1, B-2, and B-3 in the Unified State Plan.

The Arkansas Career Development Network, also referred to as the One-Stop system, was established to provide access to customer-oriented services that will enhance the quality of life for the citizens of Arkansas and provide customers a single point of contact for employment, training, education, and supportive services. Governor Huckabee established the Career Opportunities Partnership Cabinet (COPC) in 1997 to provide leadership and policy direction to the Arkansas Career Opportunities, Career Development Network and Welfare-to-Work initiatives with cabinet members sharing expertise and resources. The Arkansas Career System Partnership (ACSP) manages implementation of the Arkansas Career Development Network Center System with guidance from the COPC.

The centers that comprise the One-Stop system located in ten geographical areas are in various stages of development. The ten geographical areas have established at least one comprehensive full service center connected to alternate or satellite centers. The current design of the One-Stop system involves:

- Universality for customers as it relates to service availability
- Customer Choice in location and access method
- Integration of Services
- Performance outcome measures

The One-Stop emphasizes inclusion for Arkansas customers whether we are referencing core or intensive services. It requires and encourages participation and partnerships from state and local entities, businesses and community-based organizations. Emphasis is placed on the delivery of quality programs and services.

Responsibility for ensuring coordination among One-Stop rests with the One-Stop operator, who must designate a coordinator for each One-Stop facility. The Memoranda of Understanding (MOU) between the One-Stop operator and the local board will include the coordination responsibilities of the One-Stop operator. MOUs between the One-Stop operator and individual One-Stop partners should include the partner's agreement to cooperate with the One-Stop operator to ensure coordination with other partners.

The electronic intake, data collection, and case management system described in Part II. L of this plan will enable all One-Stop partners to share data about One-Stop participants and

coordinate the services they provide. This is a statewide, browser-based system that will enable all One-Stop partners to coordinate services with all partners of the Arkansas Career Development Network. All One-Stop patrons will be registered using this system. When a patron is enrolled in WIA Title I, counselors and employment specialists will have a record of the patrons use of the One-Stop facilities, and services provided by non-Title I service providers will be automatically included in the files of the Title I participant.